

Solid Waste Services

MISSION STATEMENT

The mission of the Solid Waste Services Division is to manage the County's solid waste in an environmentally and economically sound manner. The goal is to recycle 50 percent of the municipal solid waste stream through an integrated solid waste management system. Waste delivered to the County that is not reused or recycled is processed in a Resource Recovery Facility (RRF) which produces electricity, while nonprocessable waste and ash are landfilled. The Division also provides contractual refuse collection services to single-family households in Subdistrict A of the Solid Waste Management District and contractual recycling collection throughout the County to single-family households outside of municipalities.

BUDGET OVERVIEW

The total recommended FY04 Operating Budget for the Division of Solid Waste Services is \$95,285,270, an increase of \$1,951,530 or 2.1 percent from the FY03 Approved Budget of \$93,333,740. Personnel Costs comprise 6.8 percent of the budget for 74 full-time positions for 89.8 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 93.2 percent of the FY04 budget.

PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Alex Espinosa of the Office of Management and Budget at 240.777.2767 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Automation

This program provides for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	264,370	2.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	23,270	0.0
FY04 CE Recommended	287,640	2.2

Revenue Analysis & System Evaluation

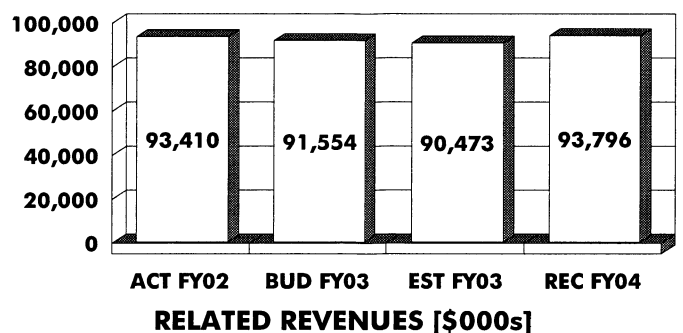
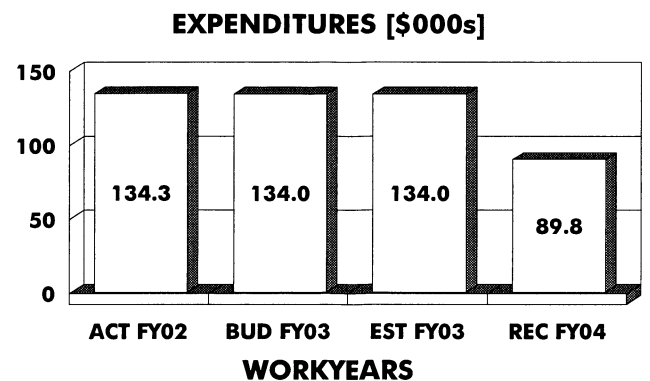
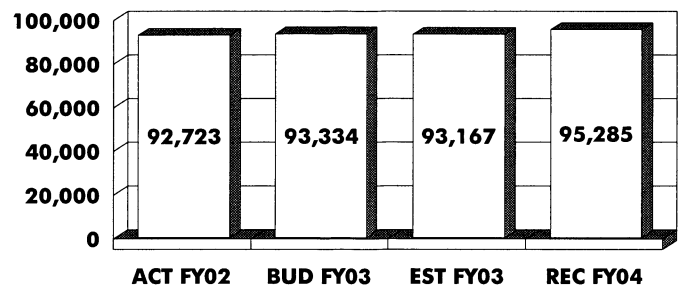
This program supports solid waste policy issues through revenue analysis and overall system evaluation. The main objectives are: revenue and tonnage tracking; rate-setting and

Program Summary

	Expenditures	WYs
Automation	287,640	2.2
Revenue Analysis & System Evaluation	396,640	4.0
Commercial Recycling	862,190	6.5
Dickerson Compost Facility	2,326,370	1.0
Dickerson Master Plan	235,450	1.6
Gude Landfill	212,990	0.6
Mixed Paper Recycling	1,639,460	0.5
Oaks Landfill	1,131,500	1.1
Out-of-County Refuse Disposal	8,560,470	0.8
Recycling - Multi-Family Dwellings	506,500	2.7
Recycling - Residential	13,256,230	18.4
Recycling Center	2,502,110	4.7
Waste System Program Development	192,490	1.2
Residential Recycling Outreach & Education	173,650	0.9
Support for Recycling Volunteers	161,140	1.1
Regulation of Refuse & Recycling Collection	71,850	0.8
Residential Household Hazardous Waste	671,480	0.5
Resource Recovery Facility	47,628,290	3.2
Satellite Drop-Off Sites	470,590	3.3
Site 2 Landfill	146,860	0.4
Solid Waste Enforcement	848,490	8.1
Solid Waste Transfer Station	2,172,920	7.6
Waste Detoxification	34,670	0.1
Waste Reduction	321,750	1.2
Debt Service - Disposal Fund	4,391,370	0.0
Administration	823,880	7.8
Refuse Collection - Residential	5,258,290	9.5

Totals **95,285,270** **89.8**

Trends



enterprise fund management; ratepayer database management; appeals processing; tipping fee billing to waste haulers; business planning and performance measurement.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	426,280	5.5
Reduce: Consultant services	-19,400	0.0
Decrease Cost: Temporary support services	-10,510	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	270	-1.5
FY04 CE Recommended	396,640	4.0

Personnel costs and workyears are reallocated to other programs.

Commercial Recycling

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, outreach, and training is provided to the commercial sector in the areas of recycling, buying recycled products, and waste reduction.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	909,320	6.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-47,130	0.0
FY04 CE Recommended	862,190	6.5

Dickerson Compost Facility

This program includes all functions necessary to transport, process, and compost yard trim that is received by the County through either curbside collection, drop-off at the Transfer Station, or collection through the Leaf Vacuuming Program. The yard trim is processed at the facility and then sold in bulk and bags.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	2,100,410	1.0
Add: Advertising to market COMPRO	20,000	0.0
Enhance: Replace loader	265,230	0.0
Enhance: Replace outfall pipes on stormwater ponds	95,000	0.0
Enhance: Upgrade vehicle to four-wheel drive pickup truck	6,690	0.0
Shift: Composting costs from Leaf Vacuuming program (cost will be supported by a revenue transfer from the Leaf Vacuuming Fund)	496,530	0.0
Increase Cost: Facility operating contract due to personnel costs and transportation charges	240,740	0.0
Decrease Cost: One-time items and capital outlay in FY03	-864,300	0.0
Decrease Cost: Off-hours security monitoring	-26,000	0.0

Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-7,930	0.0
FY04 CE Recommended	2,326,370	1.0

Dickerson Master Plan

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental and community effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	266,770	1.6
Add: Non-air media sampling	35,000	0.0
Decrease Cost: One-time items approved in FY03	-60,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-6,320	0.0
FY04 CE Recommended	235,450	1.6

Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, and maintain site roads. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	204,160	0.6
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	8,830	0.0
FY04 CE Recommended	212,990	0.6

Mixed Paper Recycling

This program provides for the management, processing, and marketing of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	1,588,170	0.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	51,290	0.0
FY04 CE Recommended	1,639,460	0.5

Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the treatment of waste generated by the cleanout of stormwater oil/grit separators.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	1,078,050	1.1
Increase Cost: Landfill gas flare system	34,750	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	18,700	0.0
FY04 CE Recommended	1,131,500	1.1

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for disposal from the RRF to a contracted landfill facility in Brunswick County, Virginia. A dedicated disposal cell area was developed at this landfill exclusively for waste from Montgomery County. This program also provides for the shipment of nonprocessable waste, such as construction material, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	8,667,660	0.8
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-107,190	0.0
FY04 CE Recommended	8,560,470	0.8

Recycling - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical assistance, training, and outreach in addition to the review and monitoring of waste reduction and recycling plans and reports.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	410,030	2.7
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	96,470	0.0
FY04 CE Recommended	506,500	2.7

Personnel costs are reallocated from other programs.

Recycling - Residential

This program provides for securing, administering, and enforcing Countywide contracts for residential curbside recycling collection with private haulers and responding to service needs from citizens. Staff maintain a customer service database.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	11,069,100	16.8
Enhance: Recycling information for residents in areas with new contractors (door hangers)	60,460	0.0
Increase Cost: Recycling collection contracts	2,763,480	0.0
Reduce: Defer distribution of mixed paper recycling wheeled totes to FY05	-652,650	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	15,840	1.6
FY04 CE Recommended	13,256,230	18.4

Personnel costs and workyears are reallocated from other programs.

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	2,581,950	4.7
Increase Cost: Replace forklift	25,650	0.0
Decrease Cost: One-time items approved in FY03	-50,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-55,490	0.0
FY04 CE Recommended	2,502,110	4.7

Waste System Program Development

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	95,850	1.2
Increase Cost: Waste composition study	95,000	0.0

Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	1,640	0.0
FY04 CE Recommended	192,490	1.2

Residential Recycling Outreach & Education

This program provides for educating the public about recycling, buying recycled products, composting, and waste reduction and encourages compliance with applicable laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	171,590	0.9
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	2,060	0.0
FY04 CE Recommended	173,650	0.9

Support for Recycling Volunteers

The mission of this program is to use citizen volunteers to augment available staff resources and improve participation in waste reduction, recycling, and buying recycled programs. This citizen-to-citizen peer contact is very effective in motivating residents to actively participate in recycling.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	129,700	1.1
Enhance: Replace Recyclemobile	17,050	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	14,390	0.0
FY04 CE Recommended	161,140	1.1

Regulation of Refuse & Recycling Collection

This program provides for the enforcement of license requirements and regulates private residential and commercial waste haulers, including those that collect and transport refuse or recyclables.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	72,400	0.8
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-550	0.0
FY04 CE Recommended	71,850	0.8

Residential Household Hazardous Waste

This program collects and disposes of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are removed from the municipal solid waste stream and processed at State

and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to encourage reduced generation of hazardous waste.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	901,510	0.5
Reduce: Hours of the household hazardous waste program	-232,100	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	2,070	0.0
FY04 CE Recommended	671,480	0.5

Resource Recovery Facility

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of solid waste is sold to Mirant Energy. The program also includes related costs at the Transfer Station and transportation of material between the Transfer Station and the RRF. Extensive environmental and operational monitoring is conducted, both on-site and in surrounding communities, to meet contractual obligations and all applicable regulatory standards regarding the facility.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	43,777,570	3.2
Enhance: Transfer Station processing by adding fourth compactor and bulldozer	1,500,000	0.0
Enhance: Rail transportation system with additional locomotive and rail cars	590,000	0.0
Increase Cost: Facility operations due to reduced electricity revenues	1,381,940	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	378,780	0.0
FY04 CE Recommended	47,628,290	3.2

Satellite Drop-Off Sites

This program operates satellite drop-off sites at the Damascus and Poolesville Highway Services Depots. Residents are encouraged to bring bulky materials to these sites. The sites, which operate only on weekends, provide drop-off sites for trash items as a convenience to County residents and reduce the incidence of roadside dumping. Material that is collected is then transported to the Transfer Station in Rockville.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	494,220	3.3
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff		

turnover	-23,630	0.0
FY04 CE Recommended	470,590	3.3

Site 2 Landfill

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private citizens. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Facilities and Services as needed.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	165,510	0.4
Decrease Cost: Webb property interest	-16,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-2,650	0.0
FY04 CE Recommended	146,860	0.4

Solid Waste Enforcement

This program consists of six related components. Staff respond to citizen complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	739,140	8.1
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	109,350	0.0
FY04 CE Recommended	848,490	8.1

The program reflects increased personnel cost chargebacks.

Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the compost facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	2,237,570	7.4
Decrease Cost: One-time items approved in FY03	-110,830	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	46,180	0.2
FY04 CE Recommended	2,172,920	7.6

Waste Detoxification

This program provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	34,200	0.1
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	470	0.0
FY04 CE Recommended	34,670	0.1

Waste Reduction

This program provides for the development of activities to reduce solid waste before it enters the waste stream. Program efforts focus on source reduction of yard trim through grasscycling and backyard composting, as well as recovering furniture, textiles, and building and construction materials for reuse. This program also encourages reducing the use of hazardous materials through outreach and public education.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	338,650	1.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-16,900	0.0
FY04 CE Recommended	321,750	1.2

Debt Service - Disposal Fund

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	4,404,260	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-12,890	0.0
FY04 CE Recommended	4,391,370	0.0

Administration

This program provides financial management, management analysis, human resource management, contract and procurement management support, and administrative program support.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	614,150	5.8
Increase Cost: Administrative support charges and insurance	84,490	0.8
Increase Cost: Systems Benefit Charge	6,200	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	119,040	1.2
FY04 CE Recommended	823,880	7.8

Personnel costs and workyears are reallocated from other programs.

Refuse Collection - Residential

The purpose of this program is to secure, administer, and enforce contracts with private haulers for residential refuse collection in Subdistrict A of the Solid Waste Collection and Disposal District, as well as to respond to service needs from citizens. Staff maintain the database of households served and administer the billing of that service. Staff also enforce County solid waste laws and noise ordinances pertaining to collection vehicle operators.

FY04 Recommended Changes

	Expenditures	WYs
FY03 Approved	5,354,010	11.0
Decrease Cost: Collection contracts	-28,640	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-67,080	-1.5
FY04 CE Recommended	5,258,290	9.5

Personnel costs and workyears are reallocated to other programs.

BUDGET SUMMARY

	Actual FY02	Budget FY03	Estimated FY03	Recommended FY04	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	626,355	676,800	661,132	652,810	-3.5%
Employee Benefits	152,912	203,470	220,378	203,430	0.0%
Solid Waste Collection Personnel Costs	779,267	880,270	881,510	856,240	-2.7%
Operating Expenses	4,450,606	4,688,970	4,688,970	4,667,390	-0.5%
Capital Outlay	0	0	0	0	—
Solid Waste Collection Expenditures	5,229,873	5,569,240	5,570,480	5,523,630	-0.8%
PERSONNEL					
Full-Time	15	15	15	11	-26.7%
Part-Time	0	0	0	0	—
Workyears	13.3	13.3	13.3	12.1	-9.0%
REVENUES					
Civil Citations/Penalties/Misc	65,424	0	0	0	—
Collection Fees	5,159,605	5,348,760	5,344,210	5,606,040	4.8%
Investment Income	42,523	70,000	30,000	40,000	-42.9%
Solid Waste Collection Revenues	5,267,552	5,418,760	5,374,210	5,646,040	4.2%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	6,105,522	5,971,460	6,129,200	4,327,500	-27.5%
Employee Benefits	1,369,103	1,650,590	1,694,190	1,280,020	-22.5%
Solid Waste Disposal Personnel Costs	7,474,625	7,622,050	7,823,390	5,607,520	-26.4%
Operating Expenses	73,539,302	74,807,700	74,516,760	77,263,860	3.3%
Debt Service G.O. Bonds	117,305	110,300	110,300	97,690	-11.4%
Debt Service Other	4,295,835	4,293,970	4,293,970	4,293,690	0.0%
Capital Outlay	2,065,923	930,480	851,760	2,498,880	168.6%
Solid Waste Disposal Expenditures	87,492,990	87,764,500	87,596,180	89,761,640	2.3%
PERSONNEL					
Full-Time	59	59	59	63	6.8%
Part-Time	0	0	0	0	—
Workyears	121.0	120.7	120.7	77.7	-35.6%
REVENUES					
Civil Penalties/Fines	0	0	40,000	0	—
Disposal Fees/Operating Revenue	24,371,958	25,553,260	26,775,640	27,571,080	7.9%
Leaf Vacuuming Fees	3,870,321	4,193,720	4,163,110	0	—
Systems Benefit Charge	55,481,824	50,591,230	50,095,580	50,667,760	0.2%
Compost Bins	2,338	4,110	1,670	0	—
Sale Of Recycled Materials	1,269,548	1,678,200	1,258,400	1,901,990	13.3%
Gude Methane Royalties	89,341	0	30,330	0	—
Investment Income: Pooled	2,446,069	3,440,000	1,450,000	2,150,000	-37.5%
Investment Income: Non-Pooled	247,056	230,000	399,000	399,000	73.5%
Miscellaneous	356,177	434,200	874,280	563,150	29.7%
License Fees	7,660	10,350	10,480	7,660	-26.0%
Solid Waste Disposal Revenues	88,142,292	86,135,070	85,098,490	83,260,640	-3.3%
DEPARTMENT TOTALS					
Total Expenditures	92,722,863	93,333,740	93,166,660	95,285,270	2.1%
Total Full-Time Positions	74	74	74	74	—
Total Part-Time Positions	0	0	0	0	—
Total Workyears	134.3	134.0	134.0	89.8	-33.0%
Total Revenues	93,409,844	91,553,830	90,472,700	88,906,680	-2.9%

FUTURE FISCAL IMPACTS

Title	CE REC. FY04	FY05	FY06	(S000's) FY07	FY08	FY09
This table is intended to present significant future fiscal impacts of the department's programs.						
SOLID WASTE COLLECTION						
Expenditures						
FY04 Recommended	5,524	5,524	5,524	5,524	5,524	5,524
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	4	4	4	4	4
These figures represent the annualization of FY04 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY05 and beyond.						
Subtotal Expenditures	5,524	5,528	5,528	5,528	5,528	5,528
SOLID WASTE DISPOSAL						
Expenditures						
FY04 Recommended	89,762	89,762	89,762	89,762	89,762	89,762
No inflation or compensation change is included in outyear projections.						
Compost Facility Stormwater Management Repairs	0	100	100	0	0	0
Repairs to the stormwater management ponds at the Compost Facility will continue into FY05 and FY06.						
Elimination of One-Time Items Recommended in FY04	0	-2,827	-2,827	-2,827	-2,827	-2,827
Items recommended for one-time funding in FY04, including heavy equipment, new vehicle purchases, facility repairs, and studies, will be eliminated from the base in the outyears.						
Equipment Replacement	0	1,415	886	868	240	587
Funds will provide for equipment replacement at the Transfer Station, Compost Facility, and Recycling Center.						
Labor Contracts	0	19	19	19	19	19
These figures represent the annualization of FY04 increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustment and service increments) for personnel are included for FY05 and beyond.						
Mixed Paper Recycling	0	43	-64	-19	28	75
This represents the County's contract service fee, and related costs, with Office Paper Systems, Inc.						
Out-of-County Trash Haul	0	397	804	1,237	1,689	2,289
The projected increases reflect additional waste processed in the County's disposal system.						
Periodic Studies	0	25	380	105	0	0
Studies on a range of solid waste disposal and recycling topics are conducted on a multi-year cycle resulting in annual fluctuations in program costs.						
Rail System Capacity Improvements	0	762	755	651	0	0
The division will be acquiring an additional locomotive and 22 rail cars between FY04 and FY07 to improve the waste transportation system between the Transfer Station and RRF.						
RRF Electricity Credits	0	1,184	868	542	206	-60
Revenue earned from electricity generated by the RRF is reflected as an offset to expenditures rather than as revenue to the Disposal Fund.						
Wheeled Toters for Mixed Paper Recycling	0	653	653	653	653	653
Funding will be restored to continue implementation of the wheeled container program for mixed paper recycling. Due to delays in implementation in FY03, the program will be deferred from FY04 to FY05.						
Subtotal Expenditures	89,762	91,532	91,335	90,989	89,769	90,498

SOLID WASTE COLLECTION AND DISPOSAL FUNDS

RATES AND FISCAL PROJECTIONS FOR FY04-09

Assumptions:

- Collection services are maintained at their current level, and the annual household collection charge will increase to \$66.00.
- The County Executive recommends increasing the disposal fee for refuse received at the Montgomery County Transfer Station from \$44 per ton to \$48 per ton in response to increased utilization of the County's disposal system.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends increasing the single-family systems benefit charges to \$181.71, primarily as a result of significantly increased recycling collection costs. The projection assumes that recent experience in contract procurements will be repeated as all recycling areas are re-bid through FY06. The Executive also recommends reductions to multi-family and non-residential charges. Beginning in FY04, the County government will be assessed the systems benefit charge.
- The bonds which financed construction of the Resource Recovery Facility are currently being refunded. As of publication, the transaction has not closed, therefore, the projection does not include any potential savings.
- The FY05-09 projection assumes implementation of rolling carts in the mixed paper collection program, expanded recycling efforts in the multi-family and non-residential sectors, and the purchase and development of a WSSC property on East Gude Drive to alleviate overcrowded conditions at the Transfer Station.
- Beginning in FY04, financial activity relating to vacuum leaf collection will be recorded in a separate sub-fund of the Solid Waste Enterprise Fund. As a result, the Disposal Fund six-year projection will no longer include vacuum leaf collection revenues or costs.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY04-09 PUBLIC SERVICES PROGRAM: FISCAL PLAN				SOLID WASTE COLLECTION FUND			
FISCAL PROJECTIONS	FY03 ESTIMATE	FY04 RECOMMENDED	FY05 PROJECTION	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION	FY09 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.74%	13.15%	13.15%	13.15%	13.15%	13.15%	13.15%
CPI (Fiscal Year)	2.3%	2.4%	2.4%	2.3%	2.4%	2.3%	2.2%
Charge per Household (Once-weekly refuse collection)	\$63.00	\$66.00	\$66.00	\$66.00	\$66.00	\$66.00	\$66.50
Households Receiving Collection Service	84,829	84,940	84,940	84,940	84,940	84,940	84,940
BEGINNING RETAINED EARNINGS	724,330	384,510	389,320	409,390	439,460	479,530	529,600
REVENUES							
Charges For Services	5,344,210	5,606,040	5,606,040	5,606,040	5,606,040	5,606,040	5,648,510
Miscellaneous	30,000	40,000	60,000	70,000	80,000	90,000	100,000
Subtotal Revenues	5,374,210	5,646,040	5,666,040	5,676,040	5,686,040	5,696,040	5,748,510
INTERFUND TRANSFERS (Net Non-CIP)	(143,550)	(117,600)	(118,150)	(118,150)	(118,150)	(118,150)	(118,150)
TOTAL RESOURCES	5,954,990	5,912,950	5,937,210	5,967,280	6,007,350	6,057,420	6,159,960
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,570,480)	(5,523,630)	(5,523,630)	(5,523,630)	(5,523,630)	(5,523,630)	(5,523,630)
Labor Contracts	0	0	(4,190)	(4,190)	(4,190)	(4,190)	(4,190)
Subtotal PSP Oper Budget Approp / Exp's	(5,570,480)	(5,523,630)	(5,527,820)	(5,527,820)	(5,527,820)	(5,527,820)	(5,527,820)
TOTAL USE OF RESOURCES	(5,570,480)	(5,523,630)	(5,527,820)	(5,527,820)	(5,527,820)	(5,527,820)	(5,527,820)
YEAR END RETAINED EARNINGS	384,510	389,320	409,390	439,460	479,530	529,600	632,140
END-OF-YEAR RETAINED EARNINGS AS A PERCENT OF RESOURCES	6.5%	6.6%	6.9%	7.4%	8.0%	8.7%	10.3%

Assumptions:

1. Fees are adjusted to achieve cost recovery.
2. The labor contract with the Municipal and County Government Employees Organization expires at the end of FY04.

Notes:

1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending fund balance between 7.5% and 10% of resources at the end of the six-year planning period. A fund balance policy for the Collection Fund is currently under development and will guide future decision making concerning the refuse collection charge.
2. The FY04-09 projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. FY05-09 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, the operating costs of capital, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include inflation or unapproved service improvements. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY04-09 DIVISION OF SOLID WASTE SERVICES					SOLID WASTE DISPOSAL FUND		
FISCAL PROJECTIONS	ESTIMATE FY03	PROPOSED FY04	PROJECTED FY05	PROJECTED FY06	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
CHARGES/FEES							
Single-Family Charges (\$/Household)	170.47	181.71	196.48	207.73	215.23	221.21	223.57
Multi-Family Charges (\$/Dwelling Unit)	41.29	40.19	39.12	39.24	39.66	39.64	33.23
Nonresidential Charges (average \$/2000 sq. ft.)	275.95	244.77	247.25	252.97	257.96	262.52	269.02

OPERATIONS CALCULATION

Goal is to maintain Net Change near zero

REVENUES							
Disposal Fees	26,775,640	27,571,080	28,511,330	29,482,750	30,482,890	31,513,820	32,343,300
Charges for Services/SBC	54,258,690	50,667,760	54,808,270	58,245,030	61,306,420	63,516,280	64,619,060
Miscellaneous	2,215,160	2,472,800	2,497,160	2,428,730	2,417,380	2,439,960	2,462,220
Investment Income	1,849,000	2,549,000	3,869,000	4,449,000	5,059,000	5,389,000	5,999,000
Subtotal Revenues	85,098,490	83,260,640	89,685,760	94,605,500	99,265,690	102,859,070	105,423,580
INTERFUND TRANSFERS	(225,830)	996,350	1,176,910	1,042,070	945,100	797,210	851,700
EXPENDITURES							
Personnel Costs	(7,823,390)	(5,607,510)	(5,845,300)	(6,123,220)	(6,463,270)	(6,739,610)	(7,021,040)
Operating Expenses	(78,921,030)	(81,655,250)	(88,373,770)	(91,871,570)	(94,422,630)	(97,299,350)	(99,745,400)
Capital Outlay	(851,760)	(2,498,880)	(2,276,860)	(1,740,550)	(1,518,700)	(240,430)	(587,210)
Subtotal Expenditures	(87,596,180)	(89,761,640)	(96,495,940)	(99,735,340)	(102,404,600)	(104,279,390)	(107,353,650)
CURRENT RECEIPTS TO CIP	(500,000)	-	(3,345,000)	(435,000)	(1,942,000)	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,027,040	1,086,100	1,108,710	1,133,430	1,158,800	1,183,900	1,208,600
CY ACCRUED CLOSURE COSTS	(25,210)	(25,870)	(28,460)	(29,030)	(29,690)	(29,200)	(28,660)
NET CHANGE	(2,221,690)	(4,444,420)	(7,898,020)	(3,418,370)	(3,006,700)	531,590	101,560

CASH POSITION

Goal is to maintain Cash and Investments Over/(Under) Reserve Requirements at greater than zero

ENDING CASH & INVESTMENTS							
Unrestricted Cash	37,661,730	33,644,120	28,489,890	25,282,060	22,657,260	19,672,980	17,888,220
Restricted Cash	42,706,900	41,508,380	38,174,140	37,213,750	36,039,990	38,710,200	39,781,380
Subtotal Cash & Investments	80,368,630	75,152,500	66,664,030	62,495,810	58,697,250	58,383,180	57,669,610
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(21,342,570)	(23,035,820)	(23,846,360)	(24,526,870)	(24,995,410)	(25,765,660)	(26,355,970)
Debt Service Reserve	(4,328,030)	(4,328,030)	(4,328,030)	(4,328,030)	(4,328,030)	(4,328,030)	(4,328,030)
Future System Contingency Reserve	(4,351,690)	(2,866,770)	(146,070)	(355,150)	(19,590)	(704,990)	(1,407,230)
Research & Development Reserve	(1,596,080)	(1,859,330)	(2,130,180)	(2,408,460)	(2,694,700)	(2,988,420)	(3,288,080)
Renewal & Replacement Reserve	(2,209,920)	(2,517,370)	(2,718,430)	(2,882,620)	(3,002,260)	(3,130,030)	(2,593,500)
Stability Reserve	(8,878,610)	(6,901,050)	(5,005,080)	(2,712,620)	(1,000,000)	(1,793,070)	(1,808,560)
Subtotal Reserve Requirements	(42,706,900)	(41,508,380)	(38,174,140)	(37,213,750)	(36,039,990)	(38,710,200)	(39,781,380)
Closure/Postclosure Liability	(23,686,070)	(22,625,840)	(21,545,590)	(20,441,200)	(19,312,080)	(18,157,380)	(16,977,450)
Subtotal Reserve & Liability Requirements	(66,392,970)	(64,134,210)	(59,719,730)	(57,654,950)	(55,352,080)	(56,867,580)	(56,758,830)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	13,975,660	11,018,280	6,944,300	4,840,860	3,345,170	1,515,600	910,780

RETAINED EARNINGS

Goal is to maintain Retained Earnings at greater than reserve requirements

ENDING RETAINED EARNINGS	56,020,420	54,483,330	52,749,800	52,170,630	53,867,170	56,020,650	58,343,100
Less: Reserve Requirements	(42,706,900)	(41,508,380)	(38,174,140)	(37,213,750)	(36,039,990)	(38,710,200)	(39,781,380)
RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS	13,313,510	12,974,950	14,575,660	14,956,890	17,827,180	17,310,450	18,561,720

FY04-09 PUBLIC SERVICES PROGRAM: FISCAL PLAN				VACUUM LEAF COLLECTION FUND			
FISCAL PROJECTIONS	FY03 ESTIMATE	FY04 RECOMMEND	FY05 PROJECTION	FY06 PROJECTION	FY07 PROJECTION	FY08 PROJECTION	FY09 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.74%	13.15%	13.15%	13.15%	13.15%	13.15%	13.15%
CPI (Fiscal Year)	2.3%	2.4%	2.4%	2.3%	2.4%	2.3%	2.2%
Charge per single-family household	\$50.23	\$58.23	\$55.25	\$55.25	\$55.25	\$55.25	\$55.25
Charge per multi-family unit	\$5.26	\$6.17	\$5.86	\$5.86	\$5.86	\$5.86	\$5.86
Single-family households in leaf collection district	79,313	79,769	79,769	79,769	79,769	79,769	79,769
Multi-family units in leaf collection district	39,848	39,610	39,610	39,610	39,610	39,610	39,610
BEGINNING CASH BALANCE	0	0	250,000	250,000	250,000	250,000	250,000
REVENUES							
Charges For Services	0	4,889,180	4,639,180	4,639,180	4,639,180	4,639,180	4,639,180
Subtotal Revenues	0	4,889,180	4,639,180	4,639,180	4,639,180	4,639,180	4,639,180
INTERFUND TRANSFERS (Net Non-CIP)	0	(937,390)	(937,390)	(937,390)	(937,390)	(937,390)	(937,390)
TOTAL RESOURCES	0	3,951,790	3,951,790	3,951,790	3,951,790	3,951,790	3,951,790
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	0	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)
Subtotal PSP Oper Budget Approp / Exp's	0	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)
TOTAL USE OF RESOURCES	0	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)	(3,701,790)
YEAR END CASH BALANCE	0	250,000	250,000	250,000	250,000	250,000	250,000
END-OF-YEAR CASH BALANCE AS A PERCENT OF RESOURCES		6.3%	6.3%	6.3%	6.3%	6.3%	6.3%

Assumptions:

1. Prior to FY04, the Vacuum Leaf Collection program was accounted for within the Solid Waste Disposal Sub-Fund. Beginning in FY04, however, this program's operations will be accounted for within a separate sub-fund of the Solid Waste Enterprise Fund.
2. Fees are adjusted to achieve cost recovery. The Department estimates that 95% of the material collected is attributable to single-family homes; therefore, 95% of the program's costs are recovered through the single-family rate while the remaining 5% is recovered through the multi-family rate.

Notes:

1. The rates have been set to establish a fund balance of \$250,000 at the end of FY04. A fund balance policy is currently under development. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending funding balance.
2. It is anticipated that after FY03 is completed, a reconciliation of prior years' records will be accomplished to ensure that the costs of this program are properly allocated to this fund.
3. The FY04-09 projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. FY05-09 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include inflation or unapproved service improvements. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY04 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities who benefit from such services.

2. **Classification of Service Charges** - There are five basic categories of service charges:

Base Systems Benefit Charge - Paid by all entities to cover cost of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (i.e., single family residences pay for curbside recycling program, businesses pay for commercial recycling program, etc.)

Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal.

Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

Refuse Collection Charge - Paid by single family homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Commercial	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Commercial	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY04 TAX BILL CHARGES FOR SOLID WASTE															
	Base Charge	x	Billing Rate (tons)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
SUBDISTRICT A (Refuse Collection District)															
Inside Leaf Vacuuming District	\$48.00		0.94735		\$45.47		\$55.82		\$80.42		\$66.00		\$58.23		\$305.94
Outside Leaf Vacuuming District	\$48.00		0.94735		\$45.47		\$55.82		\$80.42		\$66.00				\$247.71
Incorporated							\$55.82								\$55.82
SUBDISTRICT B															
Single-family Residential															
Incorporated							\$55.82								\$55.82
Inside Leaf Vacuuming District															
Unincorporated	\$48.00		0.94735		\$45.47		\$55.82		\$80.42				\$58.23		\$239.94
Outside Leaf Vacuuming District															
Unincorporated	\$48.00		0.94735		\$45.47		\$55.82		\$80.42						\$181.71
MULTI-FAMILY RESIDENTIAL															
Incorporated							\$31.23		\$8.96						\$40.19
Unincorporated															
Outside Leaf Vacuuming District							\$31.23		\$8.96						\$40.19
Inside Leaf Vacuuming District							\$31.23		\$8.96				\$6.17		\$46.36
NONRESIDENTIAL - \$/2,000 SQ. FT. *															
Waste Generation Categories															
Mini Storage, Parking & Improved Open Space							\$60.30		\$8.10						\$68.40
Large Office							\$92.07		\$12.38						\$104.45
Shopping Center							\$93.83		\$12.61						\$106.44
Schools and Colleges							\$104.87		\$14.10						\$118.97
Large Religious Activities							\$108.43		\$14.57						\$123.00
Warehouse, R&D, etc							\$114.98		\$15.45						\$130.43
Funeral Home, Cemetery							\$126.92		\$17.06						\$143.98
Group residence							\$155.93		\$20.96						\$176.89
Hotel, Motel, Trailer Park							\$158.09		\$21.25						\$179.34
Medical Office							\$160.09		\$21.52						\$181.61
Large Nursing/Retirement Home							\$182.92		\$24.59						\$207.51
General Government (Other Than Office)							\$186.93		\$25.13						\$212.06
Small Religious Activities							\$192.06		\$25.81						\$217.87
Recreation/Sports							\$195.95		\$26.34						\$222.29
Large Warehouse, Wholesale, Utility							\$201.58		\$27.10						\$228.68
Bank							\$206.10		\$27.70						\$233.80
Large Retail Store							\$220.44		\$29.63						\$250.07
Cultural Activities							\$240.46		\$32.32						\$272.78
Small Office							\$218.70		\$29.40						\$248.10
Recreation/General							\$273.88		\$36.81						\$310.69
Manufacturing, Other Resource Extraction							\$301.62		\$40.54						\$342.16
Day care							\$422.32		\$56.77						\$479.09
Small Nursing/Retirement Home							\$424.71		\$57.09						\$481.80
Auto Dealership							\$498.97		\$67.07						\$566.04
Hospital							\$509.74		\$68.51						\$578.25
Auto Sales and Service							\$561.80		\$75.51						\$637.31
Small Retail Store							\$576.85		\$77.53						\$654.38
Auto Repair							\$579.69		\$77.92						\$657.61
Veterinary Office							\$489.03		\$65.73						\$554.76
Farms (non-residence), Forestry							\$612.94		\$82.39						\$695.33
Convenience Center/Small Shopping Center							\$669.79		\$90.03						\$759.82
Large Restaurant							\$719.28		\$96.68						\$815.96
Small Warehouse, Wholesale, Utility							\$728.41		\$97.91						\$826.32
Grocery Store							\$898.39		\$120.75						\$1,019.14
Lumber and Building Supplies							\$1,257.75		\$169.06						\$1,426.81
Fast Food							\$1,508.19		\$202.72						\$1,710.91
Service Station, Truck Stop							\$1,541.54		\$207.20						\$1,748.74
Small Restaurant							\$1,698.99		\$228.36						\$1,927.35
Convenience Store							\$2,112.12		\$283.89						\$2,396.01
RECOMMENDED FY04 SOLID WASTE FEES															
Solid Waste Disposal Charge	\$48.00	/ton													
Base Systems Benefit Charge	\$55.82	/household													
Incremental Systems Benefit Charge	\$80.42	/household													
Leaf Vacuuming Charge (single family)	\$58.23	/billable unit													
Leaf Vacuuming Charge (multi-family)	\$6.17	/billable unit**													
Refuse Collection Charge	\$66.00	/household													
Recyclable Materials Acceptance Fees:															
Paper													\$0.00	/ton	
Commingled Containers from Municipalities													\$15.00	/ton	
Commingled Containers from other sources													\$0.00	/ton	
Yard Trim													\$29.00	/ton	

* The Nonresidential Systems Benefit Charge rate multiplied by the total number of 2,000 square feet units of improved real property area equals the nonresidential charge.

** A billable unit is an apartment or a condominium.

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM:

Refuse Collection - Residential

PROGRAM ELEMENT:
PROGRAM MISSION:

To provide reliable, convenient curbside residential collection in designated areas of the County while achieving a high degree of customer satisfaction

COMMUNITY OUTCOMES SUPPORTED:

- Improved environment
- Enhanced quality of life
- Healthy children and adults

PROGRAM MEASURES

	FY00 ACTUAL	FY01 ACTUAL	FY02 ACTUAL	FY03 BUDGET	FY04 CE REC
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Outcomes/Results:
Service Quality:

Number of missed collection complaints	1,846	1,627	1,686	1,770	1,750
Number of other customer complaints ^a	534	686	507	530	560
Complaints per 1,000 households served	6.4	8.2	6.0	6.2	6.6

Efficiency:

Average cost per household served (\$)	60.56	60.29	60.03	65.59	65.03
Average cost per ton collected (\$) ^b	64.19	66.00	70.12	77.09	75.23

Workload/Outputs:

Number of households served (at mid-year)	82,845	83,508	84,788	84,901	84,940
Tons of refuse collected ^c	78,154	76,285	72,592	72,237	73,425
Number of service requests	24,370	23,667	23,492	25,000	24,150
Number of calls for information ^d	14,710	9,732	10,118	8,000	10,650

Inputs:

Expenditures (\$000) ^e	5,017	5,035	5,090	5,569	5,524
Workyears ^f	13.8	12.9	12.3	13.3	12.0

Notes:

^aData are from the Division's "OSCAR" interface computer call-tracking system.

^bThe average cost per ton collected increased in FY01 and FY02 due to greater recycling (resulting in less refuse being set out for disposal). Contracts do not vary significantly with the actual weight of refuse set out.

^cDoes not include self-hauled waste (loads under 500 lbs.), bulk, and non-processibles (construction and demolition materials).

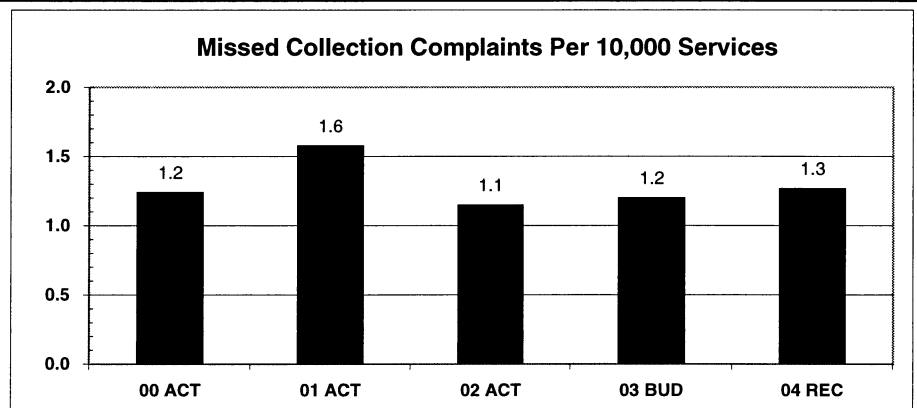
^dIn FY01, there were significant increases in web site visitors and e-mail questions. Customers appear to have begun using the web more and the telephone less for asking questions.

^eTotal operating expenses for the Collection Fund (see Schedule F2, County Comprehensive Financial Statement for actuals). This does not include indirect costs charged to the Fund (approximately \$100,000 per year). Accounting is on a GAAP (accrual) basis and typically does not differ significantly from an expenditure (cash) basis. Most expenses are for contracts with private collection firms.

^fWorkyears correspond to the total workyears budgeted for all Collection Fund programs, including administration and contract monitoring.

EXPLANATION:

This program consists of refuse collection services provided by the County to single-family households in the areas designated for County refuse collection (primarily in the southern third of the County). Collection is performed by private haulers under contract to the County. The complaint rate fell significantly between FY99 and FY00. After rebounding in FY01, the rate fell to 1.1 complaints per 10,000 services in FY02 and is projected to climb slowly in FY03 and FY04.



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Collection contractors, single-family residents.

MAJOR RELATED PLANS AND GUIDELINES: Comprehensive Solid Waste Management Plan.

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM:
Resource Recovery Facility

PROGRAM ELEMENT:

PROGRAM MISSION:

To reduce the amount of material that must be disposed by landfilling, maximize the recycling of ferrous materials^a remaining in the waste after other ferrous reduction and recycling efforts, and recover the useful energy content of this renewable energy resource in an environmentally sound and cost-effective manner, while minimizing truck traffic associated with waste hauling

COMMUNITY OUTCOMES SUPPORTED:

- Provide high-value services
- Protect and enhance the environment
- Improve the quality of life for citizens

PROGRAM MEASURES

	FY00 ACTUAL	FY01 ACTUAL	FY02 ACTUAL	FY03 BUDGET	FY04 CE REC
Outcomes/Results:					
Percentage reduction in processable waste ^b landfilled ^c	79.7	77.7	70.5	70.5	70.5
Value of electricity sold (\$000)	8,022	7,756	12,578	12,070	10,688
Truck trips removed from County roads due to rail link	22,110	22,957	25,709	25,511	24,894
Service Quality:					
Processable waste bypassed and disposed elsewhere (tons) ^d	0	0	0	0	0
Percentage of operating time the Resource Recovery Facility (RRF) is in compliance with permits ^e	100	100	100	100	100
Efficiency:					
Average net operating cost per ton (\$)	35.78	27.91	23.82	24.56	26.50
Average net capital cost per ton (\$) ^f	58.61	56.59	51.09	51.01	52.86
Net energy recovery rate (kilowatt hours sold per ton processed)	583	572	579	575	575
Workload/Outputs:					
Waste processed at the Resource Recovery Facility (tons) ^g	497,467	516,536	578,450	574,000	560,121
Ferrous materials recovered or recycled at the RRF (tons)	15,222	14,908	16,447	16,072	15,683
Other metals recovered from ash (tons)	1,474	1,190	0	0	0
Electricity generated (megawatt hours)	346,910	352,679	391,853	338,086	329,911
Inputs:					
Total contract cost to County (\$000) ^h	46,955	43,645	43,334	43,373	44,453
Workyears (County employees)	2.4	1.8	2.1	2.8	2.8

Notes:

^aFerrous materials are substances that contain iron.

^b"Processable waste" consists of all types of solid waste except construction and demolition debris - concrete, rock, rebar, etc.

^cThis is the percentage reduction in *weight*. The reduction in the use of landfill *volume* is 10 -15% greater (e.g. 80 to 95%) due to the high density of ash.

^dIf processable waste cannot be handled by the Resource Recovery Facility (e.g. because of capacity limitation), it would be disposed of out-of-County through an existing long-term contract.

^eThe facility was not in compliance due to air emissions for 3 hours during FY02.

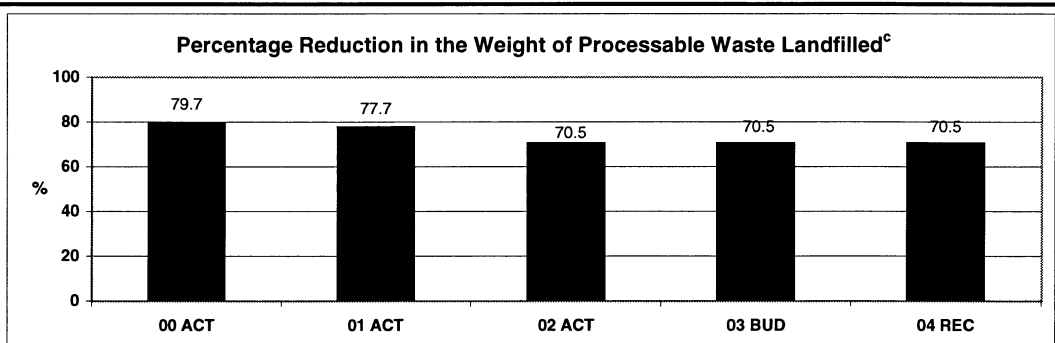
^fThis corresponds to the portion of the contract cost that covers debt service for the Resource Recovery Facility (which was built and is operated by the Northeast Maryland Waste Disposal Authority [NEA]). Debt service is scheduled to be eliminated in FY 2013.

^gTons actually processed (not tons loaded on rail from the Transfer Station). Includes inventory adjustments.

^hTotal County contract payment to NEA. Includes transfer station operation and rail link. Does not include residue disposal (about \$10.60 per input ton) or administrative, indirect, and other County costs. FY01 includes settlement of prior year disputes.

EXPLANATION:

This graph reflects the reduction in tons (weight reduction) that must be landfilled after transferring to, and processing at, the Resource Recovery Facility (RRF) as a percentage of the tons of processable waste delivered to the County Transfer Station. Landfill volume savings are greater. See also notes (b) and (c) above.



PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Northeast Maryland Waste Disposal Authority, Covanta Energy, CSX, American Ash Recycling of Pennsylvania (in FY00 and FY01).

MAJOR RELATED PLANS AND GUIDELINES: Bond Indenture, Solid Waste Management Plan, Waste Disposal Agreement, Service Agreement, Electricity Sales Agreement, Rail Transportation Agreement.